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Role of Personality Traits on Trust in Leader in Driving Virtual Team Performance

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ABSTRACT

Personality traits such as extraversion and neuroticism are the confidence placed on the team spearhead by their subordinates. These personality traits has a significant role in case of virtual teams. To investigate the role of extraversion and neuroticism on trust in virtual team leaders, the current research is vital in this regard. Thus, this specific study aims to explore the positive and negative effects of extraversion and neuroticism in order to find out that whether these personality traits have a significant effect on the trust in leader by the subordinates of the team or not. A five point likert scale was used to gather the data. The questionnaire via Google forms was distributed to the respective respondents. After the analyses it is concluded that extraversion has a straight optimistic effect on the trust in leader placed by the team members whereas neuroticism has a straight negative effect on the trust in leader placed by the team members. Study further analyzed that when the virtual team is high in working environment, the influence of the extraversion is positive but is in lower levels. Similarly, the level of neuroticism is also low when it comes to virtual nature of teams but has an insignificant and negative influence on the trust placed by the team member on their team leader when the teams are in a bit high level of virtual nature.

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INTRODUCTION

In today's globalized and digitalized world, virtual teams have become increasingly popular because they enable businesses to utilize talent from all over the world (Chamakiotis et al., 2021). Waged in a team that works from a distance, on the other hand, presents unique difficulties, such as establishing trust among team members who may never meet face to face or may not know anything about their respective colleagues. Virtual team performance is strongly correlated with trust, whether it is between the team members or placed by the team members in their team leader (De Jong et al., 2016). Similarly, it is a crucial component of effective teamwork because if trust is not available then there will be no future of team or there should be no need of any leader in order to perform certain tasks or manage team. Personality traits have also been shown to have an effect on team processes and

outcomes, for example extraversion, neuroticism, agreeableness and consciousness (Barrick et al., 2001), but little is known about how personality traits might affect virtual teams performance.

Due to pandemic Covid-19, life had completely changed. People had come to know about many things which they had not seen before and they had seen life from a different perspective. After pandemic people drastically moved towards working in teams that works from home and it is defined as the team that are working through a distance having different time zones and preferences. Working through a distance or working in a team that doesn't exits physically is a new and a challenging task for the people at first (Dodge, 2024; Newman & Ford, 2021). People were not familiar with the video conferencing and using video calls but it had made a situation for which most of the people were not prepared. The main reason of this research is to find out the components that affect the characteristics of the member of the team through an important factor, they place confidence in the head of the team. Regardless of the effects of characteristic on the execution of the team that works through a long distance research is very limited in this area. It derives the focus on the variables personality traits, virtual teams, leader' gender and team performance. The management of the team that works through a distance is very much crucial and important because the better management of the team will help to minimize the differences between the mentality of the members of the team and make the positive environment so that there will be no issues between the people as there is no physical connection between the members of the team (Kozlowski & Ilgen, 2006). Trust plays vital role in these type of projects where there is no or limited face to face interactions. Healthy relationship maintained by the team members and the head of the team can be influenced by the personality traits of the team members (Younas et al., 2023; Walumbwa & Schaubroeck, 2009; Woody, 2024), for example people having extraversion as trait will share their ideas and will be social in terms of interactions and attending meetings and will have no issue in giving their ideas and sharing their opinions, and eventually there will be a positive environment. Contrary to this people having neuroticism as a trait will keep their ideas and opinions to themselves and feel shy to share their ideas and there will be no healthy relationship based on trust (Rosmiati et al., 2024), therefore trust is the important aspect in driving virtual team performance in todays modernized and globalized world (Lv et al., 2022).

Therefore, the purpose of this research is to explore the connection linking to the characteristics and confidence placed in the head of the team to enhance the performance of virtual teams, in order to make the projects successful and to make them meet their deadlines on time. By examining these factors, we will easily understand that how personality traits and trust in leader plays a vital as well as crucial role in virtual team performance and how leader of the team can enhance the chances of success by improving the relationship between his or her team in our society. Improving the odds of success in modern society requires the leader to be able to strengthen the bonds between team members. If there are any linguistic or cultural barriers that influence these processes, our investigation will clarify them. It will be possible to maximize virtual team collaboration by having a thorough understanding of how personality factors affect team dynamics and how leadership trust affects team performance (Akram et al., 2022). Leaders may also modify their approach and promote a unified and effective atmosphere that cuts over cultural and language divides by being aware of potential deviations. In the

end, this research will help in the development of efficient virtual team management strategies, resulting in improved performance and success in diverse societal contexts

LITERATURE REVIEW

Virtual teams have become increasingly more formal after the emergence of pandemic in 2019. There is a noticeable change in almost every aspect of life, therefore the idea of employed in computer-generated teams was also new and at the same time it was also demanding (Newman & Ford, 2021). The main purpose of virtual teams is not bound people and to give or provide the advantage of working on the same project but from different places on different time zones so that they should not feel any difficulties in doing work. Additionally, team members are more likely to feel confident and trusted in leaders that exhibit conscientiousness attributes (Bartone et al., 2009), which include organization, reliability, and a strong work ethic. Also virtual team members are more likely to view leaders as dependable and trustworthy if they exhibit emotional stability, as shown by their capacity to remain collected and calm under pressure (Cogliser et al., 2012).

The tendency for people to feel unfavorable feelings like worry, insecurity, and self-doubt is referred to as neuroticism (Dickerson, 2023). Previous studies have demonstrated that neurotic people may have lower levels of trust in virtual teams and other team situations. Because it prevents team members from cooperating, communicating, and working together effectively, this lack of trust may have a negative impact on how well the team performs. The effect of neuroticism on trust is even more pronounced in virtual team settings where confrontational interactions are scarce (Von Stieglitz, 2023). For instance, discovered that team members who were more neurotic had lower levels of trust in their team leader. Indicators of team performance like work completion, coordination, and satisfaction were severely impacted by this lack of trust.

Understanding the important aspects that influence team performance in virtual environments is currently being worked on to improve it. The behavioral complexity in leadership (BCL) hypothesis highlights the necessity for leaders to demonstrate a varied variety of conflicting leadership behaviors depending on the particular conditions they confront, making it very important from a contingency perspective (Fung, 2018; Kashive et al., 2022; Wakefield et al., 2008). The study discovered that the effectiveness of communication 12 served as a partial mediator in the link between internal and external leadership duties and trust. In other words, when leaders were accountable for both internal and external leadership duties, good communication was more important for fostering trust between leaders and team members. Notably, team performance on virtual teams was also found to be strongly correlated with leadership efficacy, highlighting the crucial importance of effective leadership in accomplishing team objectives (Kashive et al., 2022). The impact of personality traits, virtuality, and leader gender on team commitment and trust in the leader is very important to understand. The impact of personality traits, such as extraversion and emotive steadiness, has been originate to positively impact team routine and trust in the leader. It was also found that virtuality, or the degree to which team members interact virtually rather than face-to-face, can impact team performance and trust in the leader. In addition, leader gender can impact team commitment and trust in the leader (Flavian et al.,

2022). Specifically, female leaders may be perceived as more trustworthy than male leaders due to gender stereotypes that associate women with nurturing and caring traits (Yuan & Ma, 2022).

However, this effect may be limited in virtual teams, as gender may be less salient in virtual environments (Flavian et al., 2022). Trust in the team has a significant importance in almost every field and occupation. The connection linking to trust in the team, empowering leadership, mental safety, and group conflict between the members of the team. Organizational trust and empowering leadership are key predictors of psychological safety (Zhu et al., 2019), which in turn reduces group conflict and make the environment more trustworthy and develop the trust within the team members which leads to the importance of creating a work environment that fosters trust, empowerment, and psychological safety to improve employee well-being and team performance (Fung, 2018). Trust between the organization and the team members play an important as well as the crucial role in driving and maintaining the performance of the virtual team. The findings offer valuable insights for human resources and organization development professionals in order to make the environment more positive as well as competitive in todays modernized world (Joo et al., 2023).

During Covid-19, the exploring of the factors that influences the performance of the team as well as the relationship between remote and hybrid working and various topics, such as employee well-being, balancing in between work and life, swapping the roles of team member and the head of the team, trading of information, successful attainments, successful growth of career, and team member preferences and liking about the work which has given to them were challenge for the team leaders (Singh & Jha, 2024). The advantage of having the healthy and open environment of sharing the knowledge with team leader has very important and positive effects on performance of virtual team. Personality trait such as extraversion will have a positive and healthy effect because people having this trait are more open in explaining their thoughts and do not hesitate to 16 bring their ideas in front of their team leader and eventually they will share their thoughts and have the perfect relationship with the team leader (Flavian et al., 2021). Virtual team member performance is significantly influenced by how teams are seen to operate. Team success is mostly attributed to elements like member conduct, cooperation, and support (Elyousfi et al., 2021).

Based on this research there are five hypothesis that are generated.

H1: High amount of extroversion in members of the team that is virtual will affect directly and positively on the level of trust that they place on their team leader.

H2: High amount of neuroticism in members of the team that is virtual likely to not trust their team leader, which will have a negative impact on team performance and productivity.

H3: High amount of trust that members of the team places on their leader of the team that is virtual will have a direct and positive impact on their virtual team performance.

H4: The virtual context can reduce the definite effect of the team member extroversion on the trust level towards leader of the team.

H5: The degree of neuroticism displayed by a subordinate has a significant negative impact on how they perceive trust in their team leader, especially in highly virtual situations.

DATA AND METHODOLOGY

The targeted population for this research was be the employees working in virtual team in all over Pakistan. A total of 12000 companies are registered according to Ministry of Information Technology. The sample size of this study comprised of virtual teams working in Islamabad. The sample size was 337 employees with a confidence level of 95 percent. Two stage sampling technique was used in which firstly discover the companies that are remotely working by snowball sampling and in the second stage questionnaire was sent to the companies that showed willingness to be participated in the survey and then the responses were received by the randomly by the employees of the companies.

Table 1: Companies and their virtual team members

S. No	Company Name	Virtual Team Members
1	S&P Global Market Intelligence	1500
2	Huawei	1500
3	Strategic Systems International	1000
4	Northbay	500
5	OZ Digital Consulting	60
6	Netsole	50
Total Employees		**4610**

Participants were asked to indicate their level of agreement or disagreement with the statements on a scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire form comprised of different section. The first section comprises of questions seeking demographic information from the participants. Second section comprises of 13 questions which are about construct trust in leader which is checked on three bases which are integrity, benevolence and ability. The questionnaire is adapted from Roberts and O'Reilly (1974) latterly used by Korsgaard and Roberson (1995). The third and fourth section of the questionnaire comprises of 4 questions about variables extraversion and 3 questions about neuroticism and the questionnaire is adapted from Walczuch and Lundgren (2004). The fifth and the last section comprises of 3 questions about virtuality and 6 questions about the variable virtual team performance and the questionnaire is adapted from Allen and Meyer (1990). Trust in leader and virtual team performance are dependent variables. Questionnaire form comprises of 13 questions for trust in leader and 6 questions for virtual team performance. Extraversion and neuroticism are independent variables. Questionnaire form comprises 4 questions for extraversion and 3 questions for neuroticism. Degree of virtuality is the moderating variable. Questionnaire form comprises 6 questions for the above mentioned variable. All of the questions are comprises of closed-ended questions. Various techniques applied for data analysis i.e. descriptive statistics, correlation analysis, regression analysis and graphical analysis

RESULT AND DISCUSSION

In this research there are 54 male and 43 female having a bachelor's degree, 54 male and 28 females did masters in different fields, 1 male and 3 females are PHD holders and 10 male and 16 females had some other qualifications participated. Following table shows the cross tabulations between the qualification of the respondents and gender of the respondents.

Table 2: Qualification of the respondents' w.r.t gender

		Male	Female	Total
Qualification	Bachelors	54	43	97
	Masters	54	28	82
	PHD	1	3	4
	Any other	10	16	26
	Total	119	90	209

According to the table 54 male and 52 female in a private organization whereas 65 male 38 female worked in a public organization. Following table shows the cross tabulations between the organization type and gender of the respondents.

Table 3: Organization type w.r.t gender of the respondents

		Male	Female	Total
Organization Type	Private	54	52	106
	Public	65	38	103
Total		119	90	209

In this research, 5 respondents are CEO, 13 worked as a project manager and 83 worked on other positions in their respective private organization. Similarly 12 respondents are CEO, 28 worked as a project manager and 63 worked on other positions in their respective public organization. Following table represents the cross tabulations between the organization type and experience of the respondents.

Table 4: Organization type w.r.t position of the respondents

		CEO	Project Manager	Any other	
Organization Type	Private	5	13	88	106
	Public	12	28	63	103
Total		17	41	151	209

Trust in Leader w.r.t Integrity

The result value of the mean shows that the subordinates of the team truly trust their leader on the basis of integrity. The mean value of this question is 3.63 as shown in the following table. This value lies in between the moderate to acceptable range that's why this shows that subordinates moderately trust their team leader when it comes to reliability.

Trust in Leader w.r.t Benevolence

The result value of the mean shows that the subordinates of the team trust their leader on the basis of benevolence from moderate to acceptable level. The mean value of this question is 3.32 as shown in the following table. This shows that subordinates are somewhat neutral or moderately trusts their team leader when it comes to benevolence.

Trust in Leader w.r.t Ability

The result value of the mean shows that the subordinates of the team trust their leader on the basis of his/her ability on slightly high level. The mean value of this question is 3.47 as shown in the following table. This shows that subordinates are somewhat are likely to place their faith in their head on the basis of his/her ability on a moderate level.

Extraversion and Neuroticism

The result value of the mean shows that the subordinates of the team think that they are extraverted and they feel comfortable in handling situations and in the respective environment. The mean value of this question is 3.51 as shown in the following table. This clearly shows that the subordinates do feel good and are talkative when it comes work in an environment with different people having different cultures and backgrounds. Similarly the result value of the mean for neuroticism shows that the subordinates of the team think that they do not feel themselves having neuroticism and take situations and hurdles in the positive manner. The mean value of this question is 2.82 as shown in the following table. This clearly shows that the subordinates of the team have no to small neuroticism and are comfortable in working environment.

Virtuality and Virtual Team Performance

The result value of the mean shows that the subordinates of the team thinks on a moderate level that technology awareness is the most important factor in virtual team settings and also the cultural differences plays a crucial part in team performance. The mean value of this question is 3.43 which is acceptable and lies in the moderate range. This shows that the people working in the team have some kind of experience and aware of the technology used in the environment where virtuality is on the high level. Similarly the result value of the mean for virtual team performance shows that the subordinate of the team thinks on a moderate level that team success in their own success and the compliments given to their team are actually compliments given to them. The mean value of this question is 3.54 which is acceptable and slightly high from the moderate range.

Correlation Analysis

From the below table we have found that trust in leader w.r.t integrity is very well correlated with trust in leader w.r.t. benevolence and trust in leader w.r.t. ability with a values of 0.78 and 0.78. That means these variables have strong correlation between them. Furthermore trust in leader w.r.t. integrity have moderate to slightly high correlation with extraversion with a value of 0.68. Trust in leader w.r.t. integrity has a very weak correlation with neuroticism with a value 0.26. Lastly trust in leader w.r.t.

integrity has a good correlation with the variables virtuality and virtual team performance with the values 0.70 and 0.77. We also see that trust in leader w.r.t. benevolence has a very good to strong correlation with the variables trust in leader w.r.t. integrity and trust in leader w.r.t. ability with the values 0.78 and 0.88. The values 0.71 and 0.27 of extraversion and neuroticism show that Trust in leader w.r.t. benevolence has a good correlation extraversion and a very weak correlation with neuroticism. It is also clear from the table that trust in leader w.r.t. benevolence has some good slightly high correlation with the variables virtuality and virtual team performance with the values 0.73 and 0.83. Talking about the variable trust in leader w.r.t. ability we have found that it has a moderate correlation with trust in leader w.r.t. integrity and a strong correlation with trust in leader w.r.t. benevolence. It has also a moderate correlation with extraversion and a very weak correlation with neuroticism having values like 0.72 and 0.27. The values 0.72 and 0.83 of virtuality and virtual team performance show that trust in leader w.r.t. ability has a moderate correlation with virtuality and strong correlation with virtual team performance. The variable extraversion has very moderate correlation with the variables trust in leader w.r.t. integrity, benevolence and ability with the values 0.68, 0.71 and 0.72. It is also found out that extraversion has very weak correlation with neuroticism representing the value 0.39. Virtuality and virtual team performance with the values 0.81 and 0.82 represents a slightly high correlation with extraversion.

The variable Neuroticism has very weak correlation with all the variables including trust in leader w.r.t. integrity, Trust in leader w.r.t. benevolence, Trust in leader w.r.t. ability, extraversion, virtuality and virtual team performance with the values 0.26, 0.27, 0.27, 0.31, 0.38 and 0.34. We can clearly analyze from the below table that the variable virtuality has a moderation with the variables trust in leader w.r.t. integrity, benevolence and ability with the values 0.70, 0.73 and 0.71. Whereas virtuality has a strong correlation with extraversion and a very weak correlation with neuroticism representing the values 0.81 and 0.38. The value 0.83 represents a slightly high correlation between virtuality and virtual team performance. Lastly the variable virtual team performance has a slightly high correlation with the variables trust in leader w.r.t. integrity, benevolence and ability with the values 0.77, 0.83 and 0.83. Similarly virtual team performance also has strong correlation with extraversion and a very weak correlation with neuroticism having the values 0.82 and 0.34. 0.83 represents a slightly strong correlation between virtual team performance and virtuality.

Table 5: Correlation Analysis

	TILI	TILB	TILA	EXT	NEU	VIRT	VTP
TILI	1						
TILB	.785**	1					
TILA	.783**	.885**	1				
EXT	.684**	.711**	.727**	1			
NEU	.268**	.272**	.275**	.319**	1		
VIRT	.709**	.732**	.716**	.810**	.380**	1	
VTP	.774**	.832**	.833**	.828**	.346**	.839**	1

Regression Analysis between Extraversion and Trust in Leader

The hypothesis tests that whether extraversion among computer-generated team members will definitely affect the trust they give to their head of the team. The dependent variable trust in leader was regressed on predicting variable extraversion. Extraversion significantly predicted trust in leader, F = 266.46, p< 0.001, which indicates that extraversion can play a significant role in shaping trust in leader (b= 2.44, p<0.001) these results clearly direct the positive affect of the extraversion. Moreover, the value of R square which is .563 depicts that the model explains 56.3% of the variance in trust in leader. According to the results beta coefficient for extraversion is 2.44 which shows that there will be 2.44 change in the dependent variable (Trust in Leader) because of 1 unit change in extraversion. Table shows the summary of the findings.

Table 6: Regression Model for Extraversion and Trust in Leader

Hypothesis	Regression Weights	Beta Coefficient	R Square	F	P-value	Hypothesis Supported
H1	EXT → TIL	2.44	.563	266.46	<.001	Yes

Note: *p<0.05. EXT: Extraversion, TIL: Trust in Leader

Regression Analysis between Neuroticism and Trust in Leader

The hypothesis tests that whether neuroticism among computer-generated team members will adversely affect the trust they give to their head of the team. The dependent variable trust in leader was regressed on predicting variable neuroticism. Neuroticism significantly predicted trust in leader, F =18.901, p< 0.001, which indicates that neuroticism can play a significant role in shaping trust in leader (b=1.249, p<0.001) these results clearly direct the positive affect of the neuroticism. Moreover, the value of R square which is .084 portrays that the model clarifies 8.4% of the variance in trust in leader. According to the results beta coefficient for neuroticism is 1.249 which shows that there will be 1.249 change in the dependent variable (Trust in Leader) because of 1 unit change in neuroticism. Table shows the summary of the findings. Table shows the summary of the findings.

Table 7: Regression Model for Neuroticism and Trust in Leader

Hypothesis	Regression Weights	Beta Coefficient	R Square	F	P value	Hypothesis Supported
H2	NEU → TIL	1.249	.084	18.901	<.001	No

Note: *p<0.05. NEU: Neuroticism, TIL: Trust in Leader.

Regression Analysis between Trust in Leader and Virtual Team Performance

The hypothesis tests that the high level of trusts by the subordinates placed on the team leader will positively influence there virtual team performance. The dependent variable virtual team performance was regressed on predicting variable trust in leader. Trust in leader significantly predicted virtual team performance, F =592.158, p< 0.001, which indicates that Trust in Leader can play a significant role in shaping virtual team performance (b=.419, p<0.001) these results clearly direct the positive affect of the trust in leader. Moreover, the value of R square which is .741 portrays that the model clarifies 74.1% of the change in virtual team performance. According to the results beta coefficient for trust in leader is .419 which shows that there will be .419 change in the dependent variable (Virtual Team Performance) because of 1 unit change in trust in leader. Table shows the summary of the findings.

Table 8: Regression Model for Trust in Leader and Virtual Tram Performance

Hypothesis	Regression Weights	Beta Coefficient	R Square	F	P value	Hypothesis Supported
H3	TIL → VTP	.419	.741	592.158	<.001	Yes

Note: *p<0.05. TIL: Trust in Leader, VTP: Virtual Team Performance

Regression Analysis between Extraversion, Virtuality and Trust in Leader

The hypothesis tests that the positive influence of extraversion on trust they place in their virtual team leader will be lower when the level of virtuality will be high. The dependent variable trust in leader was regressed on predicting variables extraversion and virtuality. The variables extraversion and virtuality significantly predicted trust in leader, F =180.182, p< 0.001, which indicates that extraversion and virtuality can play a significant role in shaping trust in leader (b=.1.222 and 2.000, p<0.001) these results clearly direct that the positive influence of extraversion on the trust they placed in virtual team leader will be lower when the virtuality is high because when we analyzed the effect of extraversion on head of the team without the virtuality the results were pretty high (F = 266.46, b= 2.44). Moreover, the value of R square which is .636 depicts that the model explains 63.6% of the variance in trust in leader. According to the results beta coefficients for extraversion and virtuality are 1.222 and 2.000 respectively which shows that there will be 1.222 change in the dependent variable (Trust in Leader) because of 1 unit change in extraversion and similarly there will be 2.000 change in the dependent variable (Trust in Leader) because of 1 unit change in virtuality. Table shows the summary of the findings.

Table 9: Regression Model Extraversion, Virtuality and Trust in Leader

Hypothesis	Regression Weights	Beta Coefficient	R Square	F	t-value	P value	Hypothesis Supported
H4	EXT +VIRT → VTP	EXT(1.222) VIRT(2.000)	.636	180.182	EXT(5.232) VIRT(6.451)	<.001	Yes

Note: *p<0.05. EXT: Extraversion, VIRT: Virtuality, TIL: Trust in Leader

Regression Analysis between Neuroticism, Virtuality and Trust in Leader

The hypothesis tests that the negative impact of neuroticism on trust they place in their virtual team leader will be higher when the level of virtuality will be high. The dependent variable trust in leader was regressed on predicting variables neuroticism and virtuality. The variable virtuality significantly predicted trust in leader, F =180.182, p< 0.001 whereas the variable neuroticism do not significantly predicted trust in leader, F =180.182, p-value is not less than 0.001, which indicates that virtuality can play a significant role in shaping trust in leader (b=3.318, p<0.001) but neuroticism do not (b=-.011, p=.959) these results clearly direct that the negative influence of neuroticism on the trust they placed in virtual team leader will be higher when the virtuality is high because when we analyzed the impact of neuroticism on trust in leader without the virtuality the results were pretty low (F =18.901 , b=1.249). Moreover, the value of R square which is .588 depicts that the model explains 58.8% of the variance in trust in leader. According to the results beta coefficients for neuroticism and virtuality are -.011 and 3.318 respectively which shows that there will be -.011 change in the dependent variable (Trust in Leader) because of 1 unit change in and similarly there will be 3.318 change in the dependent variable (Trust in Leader) because of 1 unit change in virtuality. Table shows the summary of the findings.

Table 10: Regression Model for Neuroticism, Virtuality and Trust in Leader

Hypothesis	Regression Weights	Beta Coefficient	R Square	F	t-value	P-value	Hypothesis Supported
H5	NEU+VIRT → VTP	NEU(-.011) VIRT(3.318)	.588	146.964	NEU(-.051) VIRT(15.87)	.959 <.001	Yes

Note: *p<0.05. EXT: Extraversion, VIRT: Virtuality, TIL: Trust in Leader

Discussion

Hypothesis 1 (H1) was tested to find out that whether extraversion among team members will definitely influence the trust they give to their head of the team. The results clearly show that there is a significant and positive influence on the trust in leader placed by the virtual team members because of the extraversion. According to the results there will be 56.3% of the variance in trust in leader because of the positive affect of extraversion also there will be 2.44 changes in the dependent variable i-e trust in leader when there will be a 1 unit change in extraversion. Therefore H1 was supported.

Hypothesis 2 (H2) was tested to find out that whether neuroticism among members of the team that is in virtual nature will have an undesirable effect the trust they give to their head of the team. The results clearly show that there is a significant but optimistic influence on the trust in leader placed by the virtual team members because of the neuroticism. This shows that team members will not fell any neurotic behavior when there is virtuality and team members do not have to face their team leader. Literature says that while people having neuroticism have the negative effect because people having this trait are more surrounded by the negative thoughts that’s why they are not comfortable in explaining their thoughts, therefore they do not have the healthy relationship with the team leader

(Flavian et al., 2021). But conferring to our results the respondents conveyed their message that they don't feel any sign of neuroticism when it comes to virtuality. Similarly according to the results there will be 8.4% of the variance in trust in leader because of the positive affect of extraversion also there will be 1.249 change in the dependent variable i-e Trust in leader when there will be a 1 unit change in neuroticism. Therefore H2 was rejected.

Hypothesis 3 (H3) was tested in order to found out that the high level of trusts by the subordinates placed on the team leader will positively influence there virtual team performance. This means that when the team members will have a strong and positive relationship with their team leader then their teams' performance will be high and there will be no hurdles in their tasks. The results obtained from the survey also predict that there will be high team performance when the trusts placed on the team leader by the subordinates of the team are on high level. Similarly according to the results there will be 74.1% of the variance in trust in leader because of the positive affect of extraversion also there will be .419 changes in the dependent variable i-e virtual team performance when there will be a 1 unit change in trust in leader. Therefore H3 was accepted.

Hypothesis 4 (H4) was tested to found out the positive impact of extraversion on trust they place in their virtual team leader will be minor when the level of virtuality will be high. By referring to 52 the results of the survey it can clearly be said that the influence of the extraversion placed on trust in leader by the virtual team members will be minor when there is virtuality because extraverted people will not be able to show their social behavior because there will be no face to face communications between the person and the environment. Similarly according to the results there will be 63.6% of the variance in trust in leader because of the positive affect of extraversion also there will be 1.222 change in the dependent variable (Trust in Leader) because of 1 unit change in extraversion and similarly there will be 2.000 change in the dependent variable (Trust in Leader) because of 1 unit change in virtuality. Therefore H4 was accepted.

Hypothesis 5 (H5) tests that whether there is some undesirable impression of neuroticism on trust they place in their virtual team spearhead will be higher when the level of virtuality will be high. But results shows clearly different picture from the literature. The results of the virtuality were significant but the results of the neuroticism were not so significant. The value of the beta co-efficient was resulted negative but was lower. This means the result is not significant. Similarly according to the results there will be 58.8 % of the variance in trust in leader because of the negative affect of neuroticism. The results shows that there will be -.011 change in the dependent variable (Trust in Leader) because of 1 unit change in and similarly there will be 3.318 change in the dependent variable (Trust in Leader) because of 1 unit change in virtuality. Therefore H5 was accepted.

CONCLUSION AND POLICY IMPLEMENTATION

In this study a detail examination was conducted in order to find out the different aspects of different personality traits. According to the results based on data gathered it is attained that extraversion has positive influence on the trust placed by the subordinates on their team leader. This also shows that extraversion significantly predicted trust in leader which indicates that extraversion can play a significant role in shaping trust in leader. These results clearly direct the positive affect of the extraversion. Moreover, the value of R square depicts that the model explains 56.3% of the variance in trust in leader. According to the results beta coefficient for extraversion is 2.44 which shows that there will be 2.44, change in the dependent variable (Trust in Leader) because of 1 unit change in extraversion. Whereas it also tells that neuroticism, has a positive effect on the trust placed by the subordinates on their team leader. This also shows that neuroticism significantly predicted trust in leader which indicates that neuroticism can play a significant role in shaping trust in leader, Moreover, the value of R square depicts that the model explains 8.4% of the variance in trust in leader. According to the results beta coefficient for neuroticism is 1.249 which shows that there will be 1.249 change in the dependent variable (Trust in Leader) because of 1 unit change in neuroticism. Study also checked the direct relationship between the trust in leader and virtual team. The resulted results show that there is noteworthy and optimistic connection between these two variables. This also shows that trust in leader significantly predicted virtual team performance which indicates that trust in leader can play a significant role in shaping virtual team performance. These results clearly direct the positive affect of the trust in leader. Moreover, the value of R square depicts that the model explains 74.1% of the variance in virtual team performance. It is also attained that there will be .419 change in the dependent variable (Virtual Team Performance) because of 1 unit change in trust in leader. Lastly this study also researched about the effects of extraversion and neuroticism in the presence of moderating effect of virtuality. Study concludes that in the presence of virtuality the positive effect or influence of the extraversion is lower on the trust placed by the subordinates of the team on their team leader. Whereas in the presence of virtuality the effect or influence of the neuroticism is negative and lower on the trust placed by the subordinates of the team on their team leader.

Policy Implication

These findings have important implications for organizations looking to effectively manage virtual teams. Leaders should be acquainted with the impact of their personality traits and gender on trust and commitment within the team and take steps to mitigate any negative effects. Additionally, organizations should invest in training and support for virtual teams to help overcome the challenges of working in a virtual environment and promote trust and commitment among team members. Expanding variables list that can impact the trust and faith of the group they places in their head of the team and analyzing the characteristics that can affect team member's behaviors. Considering the character of head of the team in the analysis of the connection linking to nature and trust. Investigating other ways that can help to enhance the relationship between the team members and also that can contribute to the study that how they leader can manage team affectively. Expanding factors catalogue

that can affect the team performance which works virtually, from both ends i-e leader of the team and associates of the team. Examining the effect of cultural differences on the connection linking to personality and trust in team working from a distance.

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